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MG Pillsbury: HOOAH for Lean Awareness

Both the AMCOM Commanding General and Deputy to the Commanding General are believers in Lean Six Sigma, that it is the catalyst to transform our processes to continuously support our warfighter more efficiently and effectively.

MG James Pillsbury sets the tone for the OCI's new video on Lean Awareness with the fundamental fact "We are an Army at war facing new challenges everyday.... Innovation and change are vital to stay postured for any new challenge."

"...Lean underpins all AMCOM strategies" he continues. "It is a long term commitment to improving performance that ensures that whatever we provide the warfighter is done most effectively and efficiently, with minimal waste and optimum value-added activities...." MG Pillsbury's commitment to Lean is unequivocal and is reinforced by GEN Benjamin Griffin, Commanding General, U.S. Army Materiel Command.

Dr. Richard Amos held a staff ride to Warner Robins, GA on Lean and Leadership, 2-3 March 2005. The audience was a mix of mentors and mentorees, interns and leaders at all levels of AMCOM. This trip provided all an opportunity to get training in Lean and how to apply it within their organizations. Many of the leaders were familiar with lean, so folks at all levels of lean knowledge participated. It was also an excellent opportunity for junior staff members to understand senior leaders' perspective on creating a continuous learning and improving organization and to learn of tools available to do this. Dr. Amos remarked that everyone learned something about lean and leadership on this adventure. (More to come on staff ride in the next issue).

MG Pillsbury has also been visible in his support beyond AMCOM. In the March-April 2005 issue of *Army Logistician* in an article on Life-Cycle Management Commands, MG Pillsbury states, "Integration is the desired



MG Pillsbury conveys his support of Lean in various forums.

state and is attained by collocating supporting personnel with a single weapon system authority and establishing common metrics and process improvement tools, such as robust information flow from the field, readiness modeling capability, Lean, and Six Sigma. This integration is expected to produce significant improvements in weapon system support to the warfighter and equally significant improvements in life-cycle management effectiveness and efficiency." MG Pillsbury also stated this objective in the November-December 2004 issue of *Army AL&T*.

To hear more of MG Pillsbury's comments about the importance of Lean at AMCOM—and to receive credit for learning more about Lean concepts and principles—visit the website home page of the Office of Continuous Improvement and click on "AMCOM Lean Awareness". This video is 15 minutes, and you register for credit at the end. You can find it via the AMCOM website under Subject Index / "O"/ Office of Continuous Improvement or go directly to <https://oci.redstone.army.mil>.



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Lean Learning Corner:

The 8 Wastes:

Overproduction
Inventory
Motion
Transportation
Waiting
Underutilized
Talent
Defects
Extra
Processing

Who is the OCI?

The Office of Continuous Improvement (OCI), formerly known as the Lean Cadre, is a subordinate staff element of the AMCOM Command Group. OCI is tasked with increasing AMCOM customer focus and leading continuous process improvement efforts. This dual mission is accomplished by using the systematic techniques of Lean Six Sigma to eliminate waste in administrative processes. Waste is generally defined as anything for which a customer is unwilling to pay, such as defects, inventory, overproduction, waiting, motion, transportation, and extra processing.

The OCI is helping in the Life Cycle Management Command transition by working closely with the CH-47 Soldier Focused Life-Cycle Management team on process improvements. The OCI also is working internally with the Integrated Materiel Management Center, the Acquisition Center, Security Assistance Management Center, the CIO/G6 and other AMCOM POEs to assist in improvement efforts (note, see CIO/G6 success story in this issue). Externally, the OCI is facilitating supply chain efforts with Boeing and Sikorsky, looking at causes of long lead times. This is accomplished by drilling down through the supply chain from the Primes and OEMs to the second and third tier suppliers all the way through to raw material providers. Additionally, since many of AMCOM's processes are intertwined or dependant upon our depots' processes and their ability to deliver parts on time, the OCI works closely with its two depots, LEAD and CCAD. The depots have their own dedicated staffs who manage their lean efforts, and AMCOM supports them by assisting in promotion of their efforts and reporting to higher headquarters. AMCOM is also starting coordination with the Aviation Center Logistics Command (ACLC) at Fort Rucker.

So, what exactly is the OCI doing to help AMCOM achieve a culture of continuous improvement? Process improvement through the elimination of waste is accomplished by using a variety of continuous improvement

tools. The cornerstone of the OCI Lean Six Sigma improvement system is Value Stream Analysis (VSA). VSA is a highly effective tool used to determine the current state of a process and bring to the surface opportunities for improvement. Other important continuous improvement tools and techniques include: Rapid Improvement Events (RIE); Corrective Action/Six Sigma; Visual Management; Sort, Set-in-Order, Shine, Standardize, Sustain (5S); Standard Work Development and Deployment; and Benchmarking. Each of these tools can be used separately but are often used in combination to develop a sustained focus on continuous process improvement.

The ultimate goal of OCI is to increase responsiveness to AMCOM customers by being the catalyst of cultural change, creating a culture where all customers - internal, external, and notably the warfighter- are considered, and everyone is continually looking at ways to improve that support. Using Lean Six Sigma techniques, OCI is dedicated to assisting process owners achieve bottom line results that positively affect the War Fighter and create capabilities that support the mission of the US Army.



Helping support our warfighters with multiple continuous improvement efforts

Featured Story

“The Kaizen exceeded my expectations. I’ll have to admit that I was skeptical that this was just another “how to” exercise which we would endure and go back to business as usual. Was I ever surprised!! Its impact will remain with those of us who participated, not only because we now know how to eliminate waste and improve quality, but because we saw how much we can truly accomplish – in a short period of time – when we work together toward a common goal! We eagerly anticipate your continued involvement in helping us achieve a higher level of success!!” –

**Landa Pennington,
Test Team Lead**

CIO G6 Software Engineering Process Success Story

From 31 Jan – 4 February 2005, the OCI led the CIO/G6 Command Data/Application Support (CDAS) group through Value Stream Mapping of their Software Engineering Process (SEP). SEP includes Software Change Requests (SCRs) and Customer Requests (CR), the latter involving development spanning in size and complexity from small, easy applications to large complex applications. The CDAS supports both AMCOM and HQ AMC, satisfying thousands of SCRs and several dozen new CRs annually.

In 2003, CIO/G6 achieved Capability Maturity Model (CMM) Level 2. Process quality, product quality and customer satisfaction improved, but CMM documentation and lead times were excessive. CIO managers realized that achieving CMM Level 3 across all nine SEP phases in 2005 required a different approach to streamline the SEP, and reduce duplication, documentation, and frustration (staff and customers).

In four days, a cross-functional CIO team from Requirements, Planning, Development, Testing, and Project Leads and Customers mapped and analyzed the SEP Value Stream. The team drafted a current state map covering three walls, interviewed employees, to gather actual data, walked the flow,



The team ponders and discusses the Value Stream Map, about half of which is showing on the wall in the background.

finalized the Current State and identified problems and wastes. After defining what customers really valued, four sub-teams developed Ideal States, each of which dramatically simplified the SEP. The team then developed a realistic future state achievable in 12 months considering projected demand, lead time, quality and customer satisfaction, working backwards from the customer, in part so that customer focus is present from the start. With implementation of the future state, the team is expected to see dramatic results, including a 70% reduction in Lead Time and a 90% increase in first time quality.



CIO G6 SEP Team Members